

Raving

Raving's Strategic Solutions Magazine



EVOLVING WORKPLACE CULTURE

**PETS AND BABIES AS BENEFITS IN
TIGHT LABOR MARKETS — PAGE 19**

BATTER UP!

**DATA SCIENCE, MLB AND THE
CASINO CONNECTION — PAGE 20**

MESSAGE FROM THE CEO

Dear Ravers,

I know what you're thinking. Why the dog?

Honestly, because it made us all laugh as soon as we saw the shot taken in front of our Reno office. He also represents change. Yes, this month we're celebrating the one-year anniversary since Brady and I purchased Raving. Benny, our team's pint-sized mascot, was one piece of many important initiatives, internally and externally, that we accomplished these last several months. (Yes, a dog can be a workplace benefit – see my article on [page 19](#)).

Sincere thanks for the warm welcome and sharing your candid and insightful thoughts about Raving and the industry during all of this transition. We're using your feedback: we've added 11 new Partners and expanded our services to give our clients a truly comprehensive resource.

Some of these solutions include a leadership design program, benefit management, and outsourced accounting/auditing (just to name a few!). Plus, our focus on analytics and technology continues with the addition of two new Partners: Lynette O'Connell brings us even more expertise in data science and integration (see [page 16](#)), and Bill Harrison and his team at Savantis Solutions, LLC move us forward with some very powerful IT services (see [page 7](#)).

What I'm most excited about though is to be able to *show* you the changes at Raving, instead of *telling* you about them!

First, those of you who experienced our Raving NEXT: Indian Gaming Analytics & Marketing Conference this past January saw our vision in action by creating an enhanced conference environment with more interactive sessions and more peer-to-peer learning opportunities. Please check out our 2019 program at www.ravingnext.com today and get it on your calendar!

Second, as a leader in gaming and hospitality operational education for the last two decades, our new website, www.betravingknows.com, gives you easy access to the news, topics and resources to help you succeed in your roles. We've got a huge library that will be at your fingertips. This isn't a new skin on an old product; our Creative Director, Travis Cooper, has designed an incredible multimedia site (with so much more to come)!

I feel like I say this a lot, but it's with total sincerity: it's critical for us to hear about the challenges you face every day on your casino floors ... to know what keeps you up at night. Having conversations with you helps me stay on target as to what types of products and services will be game changers for you. With that having been said, I'm always at the other end of the phone (775-329-7864) or email, or at an industry event. Let's find some time to chat!

Sincerely,



Deana Scott, Raving CEO
deana@ravingconsulting.com



Cover: How would a puppy fit in at your office? Learn how a new workplace culture can impact company morale on [page 19](#).

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Online Tools to Increase Direct Mail Effectiveness

How additional touchpoints, such as IP targeting, will drive action

By **Mark Astone**, Strategic Raving Partner, Branding, Advertising and Media Services and CEO, **Catalyst Marketing Company**

As we all know, direct mail is an extremely effective medium to keep your guests coming back, because a good DM piece can hold everything from monthly offers and promotions, to concert announcements and dining specials.

In addition to your monthly “core” mailers, direct mail has proven to be the best way to reach new members, decliners and inactives. As such, casinos spend a significant amount of their marketing budget to create, print and mail these pieces every month. But getting the most out of your direct mail doesn't end with just the mailing. Many casinos now layer their direct mail campaigns with email, which is a smart use of this inexpensive medium. However, several other online targeting features allow you to add additional touchpoints to increase the effectiveness of your direct marketing efforts, and ensure that you remain top-of-mind when it comes to driving an action.

One of the best is IP targeting. Consider the following scenario: you're getting ready to send out an inactive mail piece to players who have strayed from your property. Since you already have their home address, with IP targeting you can send your audience online ads while they are surfing the web at home. Correctly timed, your guests will see your ad soon before or after they receive their DM piece from you. That means you could send a “we miss you” postcard in the mail, followed by a similar online IP targeting message at home. The messaging doesn't have to be specific to that person; a general “come see what you're missing” message will suffice. This same tactic can be used for new members, decliners, birthdays or any other milestone you utilize.

Facebook also has some great features that can add another layer of communication. Simply by using the guest's email or phone number, you can serve ads to their phones or desktops as they scroll through their Facebook and Instagram newsfeeds. It's a great way to get creative with your advertising and establish unique touchpoints. To see how you might use it, simply upload everyone who has a birthday this month into a custom audience on Facebook, then create a corresponding message — “Join us at [YOUR CASINIO NAME] to celebrate your birthday!” You could also go a step further and include the birthday promotion to notify recipients that they'll receive a special gift just for visiting during their birthday month.

Alone or together, these tactics deliver a targeted, ongoing and somewhat specific message that guests will see multiple times across multiple mediums. Layering direct mail with supporting messaging, whether via an inbox or the digital ad space, remains an effective way to enhance your relevance. Because the more well-executed touchpoints you can create, the higher response you'll see.



Mark has spent many years studying and working within the casino industry, and understands what it takes to drive gamers to increase a casino's bottom line. Raving has partnered with Mark and his team at Catalyst to help our clients with solutions for branding, advertising and media services.

**No Tricks,
Just Talent.**

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Wellness and Your Team Members

How implementing an employer-sponsored wellness program is worth the gamble

By **Tyler Moore**, Raving Partner, Benefits Management and Partner, **Face Rock Enterprises**

It is no secret that a healthy population leads to lower healthcare costs. With higher prevalence of diabetes, heart disease and substance abuse within Native populations, it is also no secret that Tribal employers are struggling with how to improve health within their benefit-covered members. Wellness plans are one of the first topics brought up when discussing how to improve the overall health of your team members and dependents.

Wellness plans and programs can be tricky subjects when implemented within a Tribal environment. Most, if not all, Tribes have some type of wellness or disease management program(s) provided by the Tribe for Tribal members. If the employer-sponsored health plan also implements a program, this can lead to confusion and frustration.

Let's first take a moment to discuss the different levels of wellness programs in the market:

Level 1 – Disease Management: Typically, disease management is lumped into the “medical management” bucket of a health plan; however, it's important to also consider it as part of your wellness program, based upon its overall goal of increasing the health of the chronically ill. Disease management is most often a nurse-based program that will target and help manage individuals within your

population who have certain chronic conditions, such as asthma, COPD, diabetes, coronary artery disease, etc.

Level 2 – Biometric Screening: These programs measure physical characteristics, such as cholesterol, blood glucose, and several other health indicators. These measurements are pulled from a blood sample (either venous draw or a finger poke). The idea is that an employer can incentivize the team members and dependents covered under the health plan to participate through a discounted payroll deduction or some other financial means. The goal is to educate participants about their current health status, knowing that a significant percent will address negative results by seeking care or changing a behavior.

Level 3 – Non-Incentive-Based Wellness Program: Once the biometric screening has been conducted, some employers provide a voluntary platform (usually an online resource) where participants can work to improve their health. These platforms typically provide exercise tracking programs, meal recipe ideas, etc. This type of program is there for the participants to use, but the employer does not provide incentives to the plan participants for usage.

Level 4 – Participant-Based Incentive Wellness Programs: These programs are similar to a Level 3 program, but also

LEADERSHIP & HUMAN RESOURCES

may include some health coaching. The main difference is that an employer will provide incentives for participation. These incentives are only tied to participation and would not require any measured improvement in health.

Level 5 – Outcome-Based Incentive Wellness Programs: The most aggressive form of employer-sponsored wellness program is an outcome-based incentive program. These programs are similar to the Level 4 program; however, the incentive is tied to the participants meeting certain measured health improvements.

Based on the cohort studies that have been conducted on the different types of wellness programs, we find that Level 1, 2 and 5 provide for the strongest impact to overall health plan costs. We also find that the administration expenses associated with sponsoring these programs exponentially increases as you increase in level. Therefore, the largest opportunity to impact the health of a population is to implement Levels 1, 2 and 5, but the greatest opportunity for ROI is to implement Levels 1 and 2.

This takes us back to the challenges of implementing a wellness program in a Tribal environment.

The goal is to implement a wellness program that provides the greatest opportunity for improved health of a population, while creating the largest possible return on investment. That is relatively simple, until you look at the different parties that a Tribal member interacts with to manage his or her health. For example, a Tribal member with diabetes who is employed by the casino may have

access to a grant-funded diabetic program offered by the Tribe, clinical support through the Tribal clinic, a disease management program provided by the casino's health plan administrator, lab work provided by the Tribal clinic, and biometric screening provided by the employer-sponsored health plan. All of these programs are trying to achieve the same goal, but there is certainly going to be some overlap and potential confusion. The trick is to make sure that these programs are talking to each other and being provided in the simplest, streamlined administrative way possible.

It sounds like implementing an employer-sponsored wellness program can be a bit of a gamble; however, trust me when I tell you that it is possible to coordinate these programs and achieve the goals of improving your population's health and saving money on the health plan.

For more information on coordinating wellness plans, please contact Amy Hergenrother at amy@ravingconsulting.com.



Tyler has an extensive background in managing benefits for Native American Tribes. He has worked in the employee benefits field since 1999 and has extensive experience in managing self-insured health plans, including underwriting and stop loss placement. Tyler consults on many self-funded plans and continues to work with Tribal organizations on their unique benefit needs.

Don't Have Enough Time or Staff to Connect with Key Players?



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Trends Impacting Native American Gaming and Resorts

Implications for IT and business – Are you ready?

By **Bill Harrison**, Raving Partner, IT Services and SVP Sales & Marketing, **Savantis Solutions, LLC**

As many in the casino industry have attested, casino gaming revenues throughout the country are under continued and growing pressure, creating the necessity to diversify with non-gaming amenities to materially increase visitation, resulting in the growth of gaming and non-gaming revenue. New casinos, millennials, Internet gaming and integrated resorts are sources of improvement for overall revenue.

Broadly accepted and anticipated changes in the coming years

- Millennials will become the dominant demographic.
- Multi-channel entertainment is part of everyday life for most consumers.
- Internet gaming will likely grow in acceptance.
- Experience-based retail and Omni-channel retail are going to be the future.

Implications for Native American casinos and resorts

- Demographics are changing, and millennials are the largest consumers – it's all about experience for the millennials. The story is to understand the complexity of those changes to increase engagement, frequency and spend by using analytics.
- Guest journey and guest service must be at the forefront of design and innovation.
- IT infrastructure and applications related to commerce, marketing, loyalty and guest experience management are closely intertwined and must be examined thoroughly as part of business process analysis.
- It will be critical for the enterprises to offer new entertainment environments that will have a mix of leisure, retail, food courts, etc., that would appeal for the current target guests.
- Creating a sense of place for the guest in addition to the core gaming product.

Implications for a CIO and the relationship with the GM and all functional leaders in Native American casinos and Resorts

Being ahead of the curve with the dynamics and advancements in the gaming and resort industry presents many challenges for CIOs and Information Technology departments. Leisure and group guests are expecting and

demanding same or better level of amenities and guest experiences offered by brand name and luxury resorts. Gaming has grown far beyond the days when gamblers slipped a few coins into a slot machine and pulled the handle. The gaming industry has often been slow to take on new and emerging technologies. One reason is that gaming companies often stick with the technologies investments tied to the gaming systems.

Technology is a key factor in every part of an organization. It drives innovation. It can give you a competitive edge. It is a core component of improving guest experience and creating efficiency. Technology can save money and, more importantly, increase revenue and productivity. IT solutions can also help the business meet its professional and financial goals. This ranges from software applications to the analytics of data concerning both consumer and the products provided.

Here is a list of questions that CIOs face today to enable business with IT solutions for the ever-changing business models:

- How do you establish lasting connections with your guests? Creating an immersive entertainment experience that occurs when the guest arrives on-property is the new standard for all operators.
- How do you manage properties for superior service and maximize guest spending?
- How do you gain critical business insight from guest interactions with team members and through analytics and business intelligence?
- How do you extract guest insights from commerce transactions and marketing campaigns, and enrich guest profiles to increase revenue and loyalty?
- How do you use predictive analytics to understand the changing demographics to increase participation, frequency and spend?
- How do you empower team members by using mobile technologies that increase team productivity?
- How do you embrace cloud computing for the multiple services inside the modern gaming industry?
- How do you increase the adoption of leveraging infrastructure to cut costs and provide richer applications?
- How do you provide seamless integration of processes across multiple business applications (Retail, POS, PMS, traditional slot machine play, table game activities, and back office applications)?

TECHNOLOGY

- How do you ensure protection of personal data information for both guests and company team members? The key element to being successful is the integration of security in every aspect of the information technology.
- How do you migrate to the cloud with a phased approach?

These questions are the basis for encouraging dialogue and collaboration between the CIO, the GM, and the leaders in Gaming, Food and Beverage, Operations and Marketing and Sales. The answers and the actions taken will help with solutions to the challenges identified earlier in this article.

Bill and his team at Savantis Solutions are Raving's newest Strategic Partner, providing custom IT solutions for Native American organizations. Call Amy Hergenrother today at 775-329-7864, or email amy@ravingconsulting.com to set up a call to talk about what's keeping you up at night and how we can help.



Bill Harrison joins Raving with over 30 years of IT industry experience in client and operations management, sales and business development and general management and leadership. Bill is here to provide strategic IT services for the hospitality industry, with a specialization in Native American Tribes, Resorts and Casinos.

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What Is Keeping You from Loyalty 360?

Do you have a stool problem?

By **Nicole Barker**, Senior Raving Partner, Database & Loyalty Marketing

Loyalty 360 represents the shift from the selling of a product, or a building, or even an experience, to one of building a community of guests based upon highly personalized interests. This commitment to relevance and resonance will not come easily. You may first need to break through some bad data habits.

Capturing data is your first milestone. You've gone to great lengths to distill the guest experience down into key metrics. But, like most of your colleagues, you have yet to re-humanize the data effectively to better connect with your guests. It's this re-humanization of data that is the cornerstone to operating in a Loyalty 360 environment.

What is keeping you from evolving to a Loyalty 360 model? You've been using data all wrong.

Frankly, you have a stool problem.

No, not a stool problem in a Dr. Oz kinda way. Think stepping stool, bar stool, or something of the three-legged variety.

Do you feel unbalanced? Is your current addiction to Free Play unsustainable? Are you losing trips to your competitors? This is the result of an unbalanced stool. Data has been converted to offers and offers have not resulted in loyalty. You need the fiber that fuels loyalty, not the sugar that buys the next visit.

Let me introduce you to three properties who have stool problems.

1. Does your property have a two-legged stool problem?

This is a tale of a highly efficient property. At first glance, all is well. The property has reaped the benefits of recasting reinvestment according to ADT. Over the past four years, the grinders and the fleas have been forced out. Player

Development efforts have picked up steam. When I look at comparative worth segmentation from one period to the next, I see double-digit growth in VIP returns. Then a wash of red occurs. There are wide swaths of worth segmentation that have declined in trips and spend. I am initially not bothered by the contraction in the lowest segments. The meaty middle of the database is strong. But the bottom line is not meeting budget expectations.

What's the problem?

This is a two-legged stool problem.

The property has become so efficient in its reinvestment that it has driven guests away. Of more concern, is that Trips are falling faster than Count. The same faces may still be coming to the property, but the guests are giving the property less of their monthly wallet. It's the lowest segments under \$100 ADT that are losing trips and theoretical. The property has put all of its eggs in the Player Development basket, ignoring other segments. For the lowest segments, what was a slow bleed, is now an arterial concern. Reinvestment was only based upon one metric: ADT, and now its stool is unbalanced.

Player Development continues to deliver fantastic incremental revenue potential. Unfortunately, successful and sustainable returns depend upon a multi-targeted approach that serves the Low ADT/High Frequency guests and the Mid-Level worth segments. There is life beyond ADT. Other metrics better serve the other two legs of a more balanced bar stool. Free Play is not the form of reinvestment to save the suffering segments. A unique set of strategies and tactics must be deployed to meet, greet, and retain the other segments this property has failed to tend to.



LOYALTY CLUB REVIEW

2. Is your property suffering from an unpredictable stool?

This is the story of Jenga-like reinvestment. Have you played the game? To win, you must become a master of shifting blocks around to build a taller tower. Like reinvestment, the winner builds a taller tower by constantly moving dollars around until the structure is so unstable it tumbles to the floor.

Leadership teams in this scenario play with reinvestment like Jenga blocks. The property is myopically focused on month-end budget returns. Using data to yield business, offers are proffered and rescinded as if the current month were the only period on the calendar. This hypersensitivity to offers and redemption in the short-term is not a bad approach, but it fails in its ability to clearly communicate to the guest what behaviors they should repeat to get more of what *they* want.

Unstable short-term planning confuses the guest. As the month progresses, the property is either meeting expectations or failing to produce results according to plan. The managers sit around a giant boardroom table. They point to competition and other external factors that cause the negative gap. Then they ready the cannons with Free Play to buy the business. In this situation, there is a reliance on offers to sustain marketshare. Guests still come because the property is the best in the region, but now marketing doesn't know how to pull back the wash of offers and last-minute entreaties.



What's the problem?

This is a transactional marketing problem. It's an unpredictable stool.

The property has conditioned its guests to believe that the value of the relationship can only be gauged by the size of a coupon. The guests sense desperation and begin to wait for offers before they make a purchase decision. If the property is always on sale, then the focus of marketing is on incremental returns and not loyalty. It's a runaway train.

To break out of transactional marketing mode, a property needs to refocus on the long game. Go back to our Jenga imagery. Build shorter towers of reinvestment with your marketing blocks. Each tower represents smaller niche segments. Tend to each tower separately. Be clear to guests about how they can uniquely receive the benefits that they are interested in within a trip and over time. Give them more to care about than the next coupon. This will steady each base without risking instability as each dollar is stretched past its carrying capacity.

3. Is your property suffering from redundant reinvestment?

The event and direct marketing post formas look great. But something smells funny. Reinvestment in \$0-\$25 ADT worth segments puts the property underwater the moment that the mailer goes out. VIPs are feeding off the point multiplier days. Locals are feeding themselves from discounts, direct mail coupons, and food comps.



What's the problem?

This is a layered reinvestment problem.

We're creative people. We want to incent our guests to spend more and visit more. So we add to our arsenal of entreaties to accomplish our goals. And we add. And we add. Each new form of reinvestment may drive results, but no one is doing the math to see how one redemption is stacking upon another. This is an unsustainable environment.

Siloed planning adds another form of reinvestment without seeing how it overlaps with other existing programs. Siloed analysis attributes all the Theo generated during a promotional period to one incentive. Both are a path to gluttony, locking our players into feelings of entitlement.

A Kitchen Table Analysis can solve this. Put all your reinvestment opportunities on the table. Map out the guest journey for different worth segments. What is available to a guest if they make one visit per month? What is available if they visit 30 times per month? Get to know all the points in between. With perfect redemption, what do your marketing commitments do to your margins? Have you locked in reinvestment promises that you can't keep? Ideally, your monthly mailer, your points program, and your tiered card program leave room for additional forms of reinvestment. At many properties, these layered expenses sink the ship before the player walks through the door.

The answer to solving all forms of stool problems is to take a more holistic approach to how a set of offers and experiences stack up with different audiences. Can your systems support relevance, timeliness, and the guest journey? Your incentives should be set to recognize and reward behaviors that guests will understand how to replicate to position themselves to receive more of what they appreciate, anticipate, and act to preserve.



Nicole works with casinos across the country to harvest potential from patron databases in order to fine-tune the segmentation, messaging, and programming of multimedia and multi-channel campaigns.



Are You Failing at Hotel Check-In and Check-Out?

How your best efforts might be losing you guests

By **Brett Magnan**, Raving Partner, Hospitality

You've added technology, amenities, flavored water at check-in, and a Starbucks in the lobby – so why are you losing guests to the competitor? Are you trying too hard to be cutting edge and provide cool new amenities to your guests that they really don't want?

Let's discuss these great efforts and major fails.

Advanced Reservations Communications

Great pre-arrival emails with instructions on how to get to the property, what amenities are available, and an option to guarantee their room upon arrival ... for a small fee.

LOSE A GUEST: Room configurations are never the same day-to-day. They arrive, and that room is not available until much later, creating frustration for the guest, who is wondering why they attempted this option in the first place.

WIN A GUEST: Exceed expectations by collecting estimated arrival time and have rooms assigned upon their arrival, with options for upgrades based on available rooms at arrival.

Automatic Check-In Kiosks

Skip the line and check in online or at our kiosk. Sounds great, especially when the line to check in is like a Disney ride.

LOSE A GUEST: Systems that don't have random room algorithms choose a room that may or may not be checked out yet, and thus not cleaned until much later in the day. This leaves the guest stranded without luggage and a place to freshen up before an important meeting or before his speech at dinner.

WIN A GUEST: Kiosk systems work when there is appropriate supervision by a human who can override when appropriate and fix frustrations in a timely manner. Arm this individual with tech tools that work for them to one-stop help guests in every situation, from check-in to room changes and beyond.

"Guest Service Agents"

A guest has a problem ... anywhere on-property ... where do they go? To the guest service agent at the front desk.

LOSE A GUEST: Agents are often uninformed about other areas and not empowered to solve problems. Also, access to these agents during peak check-in and check-out times means that you wait in line.

WIN A GUEST: Have roaming agents in the lobby who can take pressure off of the lines during peak times and can answer most questions. Arm these agents with access and

HOSPITALITY (HOTEL & FOOD & BEVERAGE)

knowledge of all property promotions and events. Tablets with full PMS connectivity is best.

In-Room Technology

Everything is automated and available on a touchscreen for your convenience.

LOSE A GUEST: The TV doesn't turn on. There isn't a guide to find a channel. The room can't be cooled. Information is out of date. Menus are unavailable. Help is lost because the app is broken.

WIN A GUEST: Keep it simple and intuitive. Make sure that management tests the system frequently to ensure that links and information are accurate.

Order and Pre-Order from Your Room

Being able to order room service items from the touchscreen or TV, or pre-order your coffee in the lobby to skip the line at Starbucks.

LOSE A GUEST: When the process doesn't save any time and makes it more inconvenient than worth it. Pre-order coffee to skip the line, only to discover that you have to wait in another line when you arrive and manually advise them that you are in line. Nothing worse.

WIN A GUEST: Have systems that are tested and work. Over-deliver not over-promise. Exceed guest expectations by having dedicated teams working on the technology side for fulfillment and execution. If the manual system is faster and more accurate – ditch the technology until you can ensure that it works.

Check-Out App

Don't go to the desk, just log into the app or view the screen to ensure that your charges are correct, click the check-out button, and leave the property.

LOSE THE GUEST: When charges are not correct and they need resolving, what system do you have in place to handle them? Going down to the long line is not this guest's idea of a solution. Calling the desk and only getting the recording that someone will be with them shortly is also a nightmare. Not only do they leave frustrated, but they feel like their last impression is that this property doesn't care about getting anything right – including ensuring that the charges are correct as they leave.

WIN A GUEST: The best examples are when the check-in process has fully explained potential charges, including resort fees, taxes and other miscellaneous charges that could be assessed. When rooming a guest, bellhops should explain the mini-bar system, and perhaps what their resort fee pays for in the form of pointing out all the services offered on-property. Resolving billing options should be

done promptly and with empowered agents on the phone who can quickly resolve and promptly email the guest the corrected statement.

WIN A GUEST FOR LIFE? Thank them. Smile. Anticipate their needs. Quickly resolve issues. Follow up. Test your own systems so that you know where the guests' frustrations might lie and figure out how to improve them so that you don't lose another guest over something that could have been easily fixed.

Are you winning or losing guests through your well intended efforts? Not sure? Contact Amy Hergenrother today for your customized hotel review at amy@ravingconsulting.com.



Brett brings a wealth of experience operating high-quality hotels, casino resorts, spas, and food and beverage facilities. He is known for his planning and opening of new properties, and is a trusted resource in the gaming industry with his reputation for hard work, innovation, teamwork, honesty, and integrity.



NATIVE AMERICAN GAMING

Finley & Cook has been an integral part of the Tribal gaming industry for nearly two decades, assisting both operational and regulatory entities with performing accounting services, internal audits and assessments, drafting policies and procedures, and offering compliance based solutions to unforeseen issues.



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Eight Steps to Creating a Leadership Program – Part II of II

Why everything starts at the “top” for a culture of incredible service

By **Paula Allen**, Raving Partner, Leadership & Development

When I talk with executive leadership teams about what it is they are looking to accomplish with a guest service program, I’m usually told the same answer, “We want our frontline team members to create loyalty with our guests.” It has been my experience that this is a mindful, strategic process that takes time, dedication and hard work. It means creating an environment in which team members desire to exceed guest expectations ... and this all starts at the top.

In my [previous article](#), we reviewed the first four steps for creating a leadership program:

Step One: Kick off the program with the “Senior Leadership Team” of the organization, the Executive Team and Directors.

Step Two: Establish a vision, philosophy, and common message as it pertains to leadership.

Step Three: Create a blueprint or game plan.

Step Four: Leadership Alignment

This is the most interactive part of the program; it’s a leadership summit with the Senior Leadership Team running the show. We unveil this new organizational leadership approach to the entire leadership team, from informal leaders to top executives. Here we let them know how we are going to actively support them so that they can focus on those they lead. We talk about our communication process so that we can all get on the same page when it comes to accomplishing our goals. We also let them know that we are going to give them every tool they need for all

LEADERSHIP & HUMAN RESOURCES

the situations they may face while leading, addressing the mechanics of their job as well as the relationship building part of their job. This is a fun, high energy, positive summit that will leave the leadership team energized and excited to get started. One organization had a game show theme that was so much fun! The theme is created by the Senior Leadership Team, and it's their chance to get as creative as possible.

Steps Five, Six and Seven: The Meat of the Process

This is the training phase, which includes training your entire leadership base while training your trainer as well for sustainability. There are four parts to the training. Leadership Boot Camp is a two-day workshop focusing on Clarity, Collaboration, Capacity, and Consistency. Six Core Skills is about personal leadership development, including Own Your Role, Build Relationships, Interacting with Impact, Coach for Success, Build Your Team, and Lead Through Change. I have had so many supervisors come up to me and say that they wish they had this training years ago. There are Eight Core Practices, such as Scoreboards and Team Matrix.

Step Eight: Summit View

The Senior Leadership Team takes a structured view to look back at the progress that the resort has made since implementing the program. What results have we been able to achieve? How have the Core Skills and Core Practices had a positive impact on communication and solutions to other issues? What can we be doing better? Do we need to realign our plan based on our findings?

We work together to develop another Blueprint, move forward with the revised plan, and give an update to your leadership team. There may be other issues that arise and need addressing. I had one resort ask for me to create a Bullying workshop, as a reminder to the leadership team to be on the lookout for this in the early stages. Now that they have established an educational structure, it's easy to keep the workshops going with relevant information.

Step Nine: Sustainability

In this final step, we create an internal process for checking in on the organizational plan. We will be a resource that you can rely on for your future leadership needs.

One thing I have learned in my 24 years in the gaming and resort industry is that we are forever changing and growing. The more prepared the property, the more success they enjoy. Those properties that put mindful effort into developing their leadership teams, the more success they enjoy. I had a GM tell me that he loves giving his team tools to help them develop relationships with their team and work out issues effectively. But what really thrills him is the new way that he is able to effectively communicate

and work out issues with his Senior Leadership Team. He appreciates the fact that this programs starts at the very top, and they are very proud of the program they created.

I am also extremely proud to be able to bring this program to those interested in taking their property to the next level. Please contact Amy Hergenrother at amy@ravingconsulting.com for more information about Raving's complete and custom Leadership and Guest Service Programs.



Paula has extensive experience working at all organizational levels creating, promoting, and delivering training solutions designed to support the organization's goals, business plan, and mission. As an enrolled Tribal citizen of the Jamestown S'Klallam Tribe, she feels a responsibility to formulate programs for Tribes that put more focus on relationships with guests and coworkers, rather than the mechanics of the job. Paula, with full support of her Tribe, now offers her skills and services to other Tribal enterprises as well, always focusing on meeting the strategic needs of the organization.

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Predictable Growth for Player Development

How to prospect new business by using the phone

By **Daniel Wood**, Strategic Raving Partner, Phone-Based Solutions at **Engagex**

Lead prospecting is one of the most challenging aspects of any sales organization. It always has been, and likely always will be. Why is that? Because it sucks ... and it takes relentless focus, determination and persistence.

These same characteristics also happen to make up the very salesperson that we all despise, the used car salesman! The player development teams that are most successful don't have this used car sales mentality, because they aren't focused on closing the sale today. Instead, they are focused on the relationship, which is a long-term sales process and requires vision. They have to see the player's potential and not focus solely on their immediate worth. If you find yourself calling a VIP player only expecting to sell them on your next event, you've missed a great opportunity to start or further develop a relationship.

Here's my recommendation for prospecting new business: stop looking at the same players month over month. Don't get me wrong, these players are most likely high worth and high frequency guests, so don't lose focus or traction with these guests. However, one of the best rules of sales is the 30-day rule, and it's this simple: what you do today will affect your numbers in 30 days, 60 days and 90 days. How many guests outside your coded list have you called? I say "called" because it is the single greatest way to connect and have a conversation with a guest who you have never met. Yep, that's right, you should be looking at guests who are on the threshold, those who are showing potential to be a high valued player. Chances are that they are in the middle to upper portion of your database, and you likely haven't met them before.

If you are struggling to hit your goals, there's a good chance that you have call reluctance. Chances are that you are also suffering from one of the three P's: Procrastination, Perfectionism, and Paralysis from Analysis.

Here are four things to consider and help you in your prospecting efforts:

- 1. Know your numbers.** How many calls did you make last month? How many have you made this month? What were the results? Work with your managers and database team to determine target opportunities.
- 2. Don't procrastinate.** When you do, and you will, get back on track. Pick up the phone and start making calls. The faster you do, the better chance you have at being successful.
- 3. It's okay if you stumble and the call doesn't go perfectly.** Everyone who has ever had to talk on the phone can relate, it can be intimidating. Create a note of what you want to say and go for it; it will get better, I promise.
- 4. Stop analyzing and get to work.** You can crunch numbers all day long and come up with a variety of possibilities, but until you pick up the phone and establish a baseline of performance, chances are that it will be hard to adapt in order to be most effective.

My good friend and fellow Raving Partner **Janet Hawk** has shared numerous stories of her heydays on the Gulf Coast as a Host and PD Manager. Janet lived by this mantra, "What people want most is to be seen, to be heard, and to matter." To this day, she still has players who reach out to her, check-in on her, or want to meet up with her in Las Vegas. While the philosophy of player development has shifted in recent years to more of a team approach, Janet built lasting relationships with her players by not focusing on the next event, but by connecting with her players to build lasting relationships. Janet wasn't afraid to pick up the phone and ask a player why she hasn't seen them, or to introduce herself to a player who she has never seen before ... and you shouldn't be either!

Need help prospecting or picking up the phone? Contact Amy Hergenrother at amy@ravingconsulting.com to learn more about how Raving's tele-selling training can help your team learn ways to be more efficient, and even help alleviate call reluctance.



Daniel works with casinos to show how personalized phone calls have the power to increase their players' ADT, win back inactive players, and drive same-month revenue when used to deliver a promotional offer. He assists Raving clients in engaging with several tiers of guests to create repeat business, greater retention, and higher guest lifetime value through the phone.

Before You Purchase That New Marketing Software Product

Seven questions to ask yourself before you invest your time and money

By **Lynette O'Connell** Raving Partner, Data Science and Integration

There are a lot of good marketing products out there, and I bet that your phone and email are inundated with hopeful sales folks trying to convince you that their product will help you sleep better at night.

The truth of the matter is that marketing software can make a significant impact to your bottom line, but how do you evaluate if these products are worth your time?

Here are some questions to ask yourself and your team before meeting with product providers and setting up demos.

- 1. What do you want to achieve with a new product? Why am I looking?** Do you want a campaign automation product or a BI/Reporting product? Think to yourself about what you have and what you are looking to change. Are you looking for more automation, more robust reporting? Make sure that you consider your future marketing strategy needs as well.
- 2. What features are important to you?** Every casino/business has unique needs when it comes to a new system. Make a list of your needs.
- 3. How much am I willing to spend?** You should have a range in mind that you are willing to pay for the new product(s). Think of a low to mid-range, with a maximum amount that you are not ready to surpass.
- 4. How sophisticated are my current team members?** Can my current team handle a complex system that is more open for complex strategy, or do I need to stay with something that is more simple and automated? You can find a product that is simple and easy to use that will meet your complex marketing needs. Some companies allow open source coding for more sophisticated users, so if you are one of those, make sure that you ask about what you can access to build on your own.
- 5. How many source systems do I want this new software to integrate?** How will this work with what you already use? Again, there are many products out there. Some work only with the Player Management source system, and some can connect to multiple systems through an API (the cost may be significant, based on the systems) to PMS, Hotel, Dining, and Social networks that you may want to connect to. Is the connection to be one direction or bi-directional, and what do you need?
- 6. What kind of training, on-site services, and support are included in the purchase?** Some products come with extensive services, and some will install, train, and leave. Make sure that you understand what you need and what you are getting from the provider.
- 7. Do I already have what I need or want, and not even know it?** This question is a big one! A lot of clients don't know what they have. I have worked with clients who didn't realize that they had promotional options, or that the system could work a certain way to execute a different type of campaign, or that they could, with a little help, expand their current ability of the Business Intelligence capabilities.

Once you answer these questions and understand the implications, you will be able to direct your search to the companies that meet these qualifications and rule out those that don't have what you are looking to accomplish. The list of questions will also assist with keeping you focused on your needs while you are meeting with providers. The goal of the provider companies is sales, and some will be happy to oversell you in order to meet their quota. I have seen this in my past, especially if you are not clear on what you are looking for.

Hiring and working with an unbiased consultant can help you see through all the sales pitches. They can work to understand what you are looking to accomplish, in addition to understanding what you have and the full capabilities of what you currently own. They will help whittle down the selections to a few choices that will fulfill your needs from the huge array of technology options out there.

Contact Amy Hergenrother at amy@ravingconsulting.com for more information about integrating your marketing systems and evaluating technologies to take your team to the next level.



Lynette's expertise is comprised of 20 years of high-volume gaming operations experience in CRM, database marketing, analysis, and loyalty club development. Lynette assists Raving clients in maximizing their data including: evaluating marketing and system software, pulling data from this system, and making strategic marketing decisions around that data with easy-to-utilize reports and visuals.



Celebrating 10 Years of Innovation

How “gamification” has become a powerful tool for casinos

By **Jerry Epstein**, Raving Partner and CEO, **Engaged Nation**

Ten years ago, my partner, gaming visionary owner and operator Bill Paulos, and I established a new marketing concept for his casinos – gamification. Given that word was not even recognized in any dictionary before 2011, we stand proudly as digital marketing pioneers and the inventors of gamified marketing for the casino industry. It was a revolutionary concept then, and we are proud of the fact that we continue to innovate and evolve our REACH System ... now in v.10.7.

As a testament to our success and innovation, we’ve been honored with many awards over the last few years as gamification takes hold, including just receiving the prestigious MarTech Breakthrough Award for Best Interactive Content Platform Globally. It is a great honor to be recognized in this way alongside such recognized leaders as Marketo, Eventbrite, GoDaddy, Salesforce, Adobe Creative Cloud and MailChimp.

Necessity Is Truly the Mother of All Invention

As I mentioned, our REACH System has really evolved since we began. But some of the greatest improvements that we’ve made were born from our direct collaboration with our clients. As is often the case, when you really listen to a client, discover their needs and goals, and work together to solve them, amazing things can happen. We live the expression “necessity is the mother of all invention” every single day.

For instance, one of our best solutions and system configurations came from a client specifically asking us to help them achieve one of their most pressing business needs – reactivating dormant guests. Another requested us to find a solution to attract sports bettors and enthusiasts to help them gain a foothold in this hot market and build a database for when sports betting would be legal in their state. Furthermore, our team building and education platform came from another

CASINO MARKETING & PROMOTIONS

client whose corporate mandate was to significantly raise performance levels of all their frontline team members, because it's been proven that more guest-centric team members leads directly to an increase in bottom line property revenue.

Our collaborative efforts have led us to add and refine even more elements of traditional gamification to REACH that include leveling up, trophies, journeys and a passport program that drives players around to key property hotspots. And client collaboration even led to a vastly improved UI/UX that makes it even easier and more enjoyable for the end user that we'll be revealing at G2E.

And what makes this collaboration especially effective is that we know and appreciate that property bandwidth is always limited. As such, our agency model of "We Design. You Approve. We Deliver." allows our clients to rely on us as the experts in gamification and to do the heavy lifting when implementing REACH.

Finally, because we created REACH from an operator's viewpoint, we look at each program as being absolutely customized to meet the client's specific business needs. It's never a "one size fits all" where you just slap a logo on a game and fire off an email. It's constant engagement with guests, just like a traditional players club works to do every day. That, and listening to and working closely with our clients, is the reason we have emerged as the most innovative and results-oriented gamified marketers today!

Our Role as Educators

Gamification is really making its mark today. Yet, even with the increased level of gamified marketing acceptance and implementation, it can still be confusing to many. This confusion makes it incumbent upon us to help our clients navigate the best path for them.

In addition to continuous engagement, we have also learned and have proven that our system is one of the best advertising and awareness campaigns that a casino can run. The players who interact with REACH come into the property already excited about what's happening there – from restaurants to promotions to concerts and more – which gives the property a distinct advantage over their competition. It is proven to "steal" a visit that would have gone to a competing property. We also work with properties on a mission-critical marketing component – social media – with our regular use of video and constantly fresh content that we develop on behalf of our clients.

Another key collaborative truth we've discovered over the years is that proper segmentation is vital to financial success. And it's not just how many segments to target and proportionally reinvest in. It's well beyond that, as we look at other variables, such as proximity and number of monthly visits to the property, and very importantly, which segments should not be included. More is not always

better, as all players are not created equal. In doing this, we focus on a profitable visit – not just driving traffic.

These just scratch the surface of what we've learned over the last 10 years, and we know that our commitment to the collaborative model will produce even more exciting, valuable business extensions in the years to come. To that we want to say thanks to all our clients who have worked with us to help make our system even better.

G2E and Beyond

We're excited to formally reveal all our latest innovations at G2E this year, and you can stop by our booth #1623 to get the complete lowdown. Of course, you can expect and look forward to many more exciting innovations from Engaged Nation as we continue to deliver fully customized and immersive programs for our clients. If the first 10 years are any indication, it's going to be a really fun ride.



Jerry is a recognized leader in marketing communications management and development with over three decades of experience in branding, new product launches, and digital marketing. As CEO of Engaged Nation, Jerry and his team assist Raving clients by offering interactive products and tools to convert online traffic into revenue generating property visits.



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New Workplace Culture Featuring Pets and Babies

Why not create a policy to help company morale?

By **Deana Scott**, Raving CEO

Having spent my career working for Tribes, I have always appreciated the focus on future generations and the generosity towards community and family. This focus is the foundation for many innovative workplace policies that I believe lead businesses to workplace balance. Years ago, I remember being introduced to the administration team for the Yurok Tribe in Northern California and seeing several babies throughout the building. One was being bounced on a woman's hip as she talked to several coworkers and another was sleeping in a crib as his mom worked away at the computer. It took me several days to finally ask, "Are babies allowed at work?" More recently, at the Coquille Tribal Administration you will see not only babies, but under some desks you may see a dog.

Many companies are adopting these new workplace policies. Infant-at-work policies have benefits for the parent and coworkers, and who doesn't love a puppy? Well, realistically not everyone appreciates a screaming baby or "puppy smell." However, these issues can be mitigated by adopting formal policies.

Why might these policies be important to attract and retain talent?

Let's start with the infant/children-at-work policy. In general, the workforce is demanding more flexibility. When it comes to parents, and especially new ones, this is key. Adopting this type of policy benefits the employer by reducing the amount of time that a key team member takes off.

As for pets: according to the National Pet Owners Survey, 68% of U.S. households own a pet (84.6 million homes). Additionally, millennials are now the largest segment of pet owners, followed by baby boomers. I realize there may be a few haters who think that the responsibility of owning a pet is nothing like having a child. Agreed. However, many millennials consider their furry creature a "starter child" and, similar to boomers, consider their pet as a part of the family. Scientific studies have also found that team members who brought their dogs to work reduced stress throughout the day compared to colleagues without pets.

Recently at Raving we have implemented a pet policy. Well, maybe we welcomed the pet and are now in the process of creating a formal policy.

Our cover model Benny came to us through Gency. She's been grateful to bring in her five-month-old pup and share him with the Raving team. "Bringing Benny to the office has been invaluable for his socializing and training. They say that pets lower stress levels; the entire team seems happy to see him every day and take a break to talk and play with him. Their patience, helpfulness and genuine



interest have deepened the relationship I have with each of them." Chris was also grateful for the option to bring in her dogs Stella and Stan (shown hanging at our Raving office) when the temps soared to over 100 (although Stan may not be invited back due to his gas issues).

Clearly these policies will not work in all areas of our organizations. It would be tough to be a dealer with a baby in a backpack. However, when thoughtfully implemented, these benefits can create a remarkable change in company morale. It is important to address the following areas when developing these policies.

1. Ensure the safety of the infant, animal, and those around them.
2. Identify potential workplace disruptions and outline how these can be mitigated or prevented.
3. Outline the responsibility of the team member taking advantage of the policy.
4. Identify the limits or restrictions.
5. What must you consider for the other team members? (i.e. headphones, a "no dog zone").

In a tight labor market and a workplace with changing expectations, employers who are actively addressing these changes by creating a new workplace culture will be ahead of their competition when it comes to retaining creative and progressive team members.

As for Raving's Benny the "Super Dog," you can email him directly at benny@ravingconsulting.com.



Deana is a patented inventor who has spent her career in Tribal Gaming focusing on Operations, Marketing and Project Planning. Holding strategic positions as a General Manager and Corporate Marketing Executive, she has hands-on experience in the startup and expansion of numerous business ventures.



How Data Science Changed Major League Baseball

And what the gaming industry can learn from batter up!

Q&A with [Ari Kaplan](#), Sports Analytics, by [Christine Faria](#), Raving VP of Marketing

Even if you're not a baseball fan, or maybe not even a data geek, most folks found the movie *Moneyball* fascinating. In the movie, Oakland A's General Manager Billy Beane (Brad Pitt) challenges the system and defies conventional wisdom when he is forced to rebuild his small-market team on a limited budget, using data analytics in addition to scouts, and forever changes the way the game is played. Prior to 2002, baseball players were often misjudged by their market as people who were using their "gut," not data. The movie is based on Michael Lewis' best-selling book, *Moneyball: The Art of Winning an Unfair Game*. Sabermetrics changed the way that many major league front offices do business.

Nearly two decades later, data scientists have not only changed the game of baseball, but they are impacting how casinos are making decisions and courting their guests. And there's yet another connection. With sports betting now legal, will more of our guests be demanding even more data?

Taking the stage this January at [Raving NEXT: Indian Gaming Analytics and Marketing Conference](#) at Pechanga Resort Casino in Southern California, is Ari Kaplan, a leading figure in sports analytics, having created the Chicago Cubs' analytics department and having worked with over half of all MLB organizations and many global sports media organizations.

His baseball career spans 30 seasons, and *Sports Illustrated* named Ari a "Top Ten General Manager Candidate." He received Caltech's "Alumni of the Decade" distinction for pioneering groundbreaking sabermetrics used to evaluate pitcher talent.

You may have heard about the Chicago Cubs breaking a 108-year-old drought by winning the 2016 World Series? Kaplan was instrumental in establishing the team's analytics department.

Without giving away too much of what Ari will be addressing to our audience in January, we wanted to

DATA ANALYTICS

share the connection between baseball analytics and casino analytics.

CF: Ari, I suppose we'd all be billionaires if we could predict the outcome of the game. With that having been said, do you believe that using data has changed the predictability of baseball? Do you ever say to yourself, "I knew the season would end up this way"?

AK: Data science has been through a huge leap in sports over the past several years, with new large and diverse sets of data tracking everything. That, combined with an influx of new skilled and creative people and new software solutions, makes predictions more precise.

I make predictions all the time – both what will happen within a game (deciding which pitcher to bring in for relief, or positioning the defense), a game as a whole (which team will win), and over a season (which players are forecast to perform the best and what is the variance). I never like to say "I knew a season would end up this way" because a season is dynamic with players getting injured and traded, but I always re-evaluate my models and approach after each year to see what I could have done differently to improve.

CF: What has been the biggest impact of sabermetrics for the gaming fan? And how about for the owners? I read in a [Wall Street Journal article](#) that "the embrace of data analytics to drive strategy has actually slowed down the pace of play."

AK: For fans, whole new ways of watching the game have sprouted up, and the MLB At Bat application has provided one of the biggest impacts by integrating advanced analytics and visuals. Also, broadcasts now provide everything from heat maps of the strike zone to defensive shifts, and fans can follow along on websites with even deeper advanced analytics. Fantasy sports have benefited with more sophisticated and fun ways to place bets and predict team performance. Owners have benefited by reducing the risk of their investments in player payrolls, although the "playing field" is more equalized across teams now that everyone is in the know.

CF: Speaking of "pace of play" – research tells us that millennials are looking for a different product in entertainment across the board. We see it in the gaming industry – this generation is looking for more "action" and challenge than traditional slot machines currently offer. Although most casino operators understand that they still need to focus on Baby Boomers and Generation X, they are preparing for when millennials will have more money in their pockets.

As baseball has the oldest viewers in major sports, with 50% of its audience 55 or older, we're in much of the same boat. How is MLB addressing this generation?

AK: MLB acknowledges the challenges of reaching and resonating with the younger generation, and the Commissioner is making this an appropriate priority. Challenges include games ending late into the night on school days, being able to watch games at home on large TVs in place of coming to the game, and the rising cost of attending in person at many stadiums. Solutions are being discussed to address these challenges, in addition to finding new revenue streams, such as legalizing gambling on games in person and online.

CF: With sports betting becoming available in more and more jurisdictions, how will data analytics play into this expanded role of gaming? Do you see guests demanding more information from data scientists like yourself?

AK: Absolutely. The demand is growing. In all forms of gaming, having more data, having more types of data, and having more ways to model that data almost always leads to better predictions. Better predictions lead to winning. The race is on to get the best forecasts, and as close to real-time as possible.

Thanks, Ari, for your "teaser" of what you'll be talking about at Raving NEXT: Indian Gaming Analytics and Marketing Conference at Pechanga Resort Casino in Southern California, January 28-30, 2019. For more information on Ari and our other speakers at the conference, please visit www.ravingnext.com.

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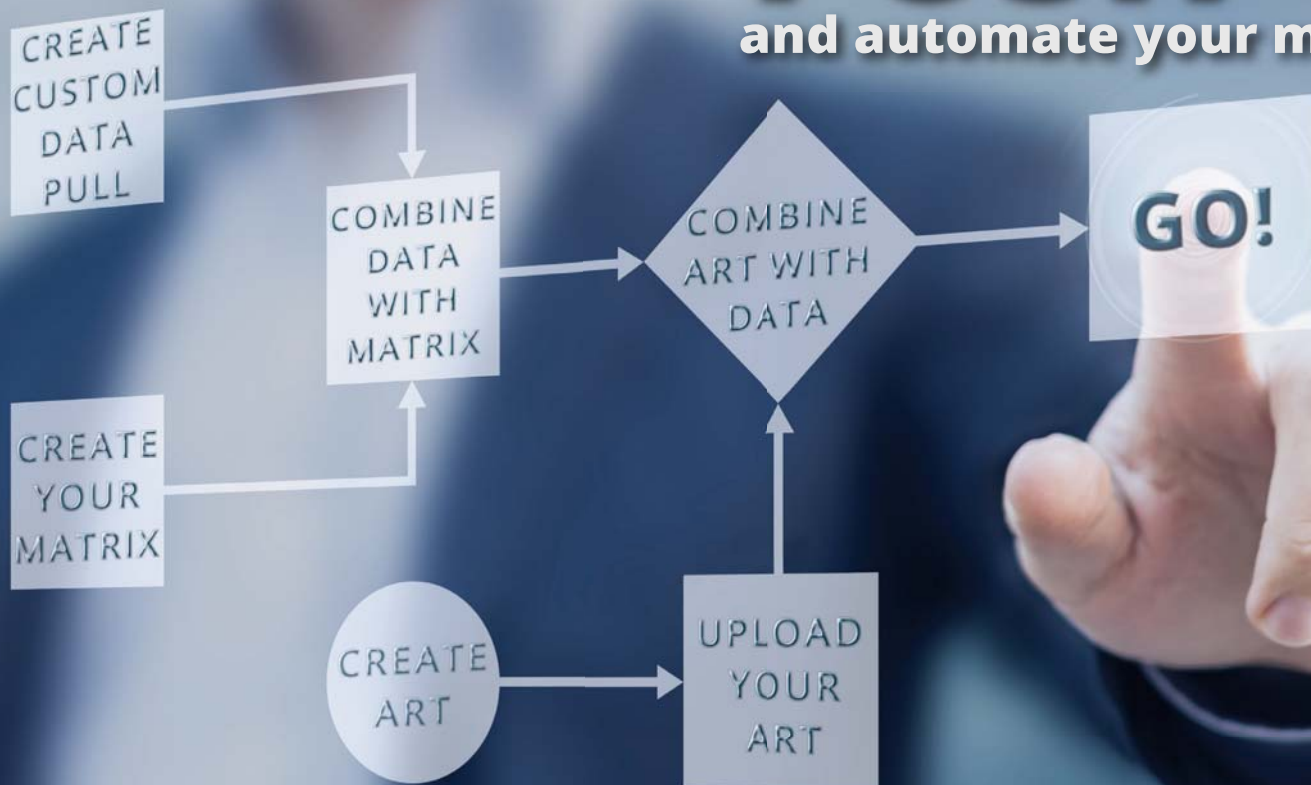
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Tribal Casinos Versus Concert Artists

We're running into a costly snag here with our entertainment programs

By **Kell Houston**, Senior Raving Partner, Gaming Entertainment

In today's changing world of entertainment contracts, there is an issue that is becoming quite problematic, causing delays in contract processing, delayed marketing, lost revenues and higher costs due to the back and forth negotiation over terminology and legalese.

The issue: The Tribal casino addendum.

The addendums themselves are important because it's a form that can create a more equal contract agreement between your Artist and the casino. I mention Tribal addendums specifically, since commercial non-Tribal Gaming properties operate under different protocols. The issues occur in the language being used in the Tribal addendums versus the language in Artist contracts.

The entertainment business has been around for a considerably long time, and over those years, it has created a contracting process that is accepted and works (read my article here on basic addendums). Each contract is a basic template with a lot of standard language that tries to cover every possible scenario. It's a one-sided agreement and is accompanied by a contract rider, which has a lot more specific language that relates directly to the Artist requirements, like hospitality, production needs, room and ground needs, etc. The agencies are very hard-line with their contracts and tend to cross off a lot of points that the casinos are making in their addendums.

So here is some of the language/terminology that creates the conflicts, delayed signed contracts, add-on

fees, and delayed marketing and promotion. Do you recognize any of these?

TICKET ISSUANCE

Casino language: Purchaser shall have the right to dispose of tickets in any way it sees fit so long as the ticket price does not exceed the prices stated in the Principal Agreement, or unless otherwise approved by Artist.

Artist/Agency reply: Artists have the right to approve all ticket scaling/pricing.

REPORTING/AUDIT

Casino language: Purchaser shall not be required to provide a ticket manifest, statement of box office receipts or gross or net income. Furthermore, Artist shall have no right of audit with respect thereto.

Artist/Agency reply: Artists will ask for access to your box office and expenses, but since casinos are flat guarantees, this should always be struck. They do have the right to know how many tickets were sold and what the gross revenue was from the ticket sales.

CANCELLATION CLAUSES

Casino language: Artist shall not have the right to cancel the engagement except for the reasons of force majeure or material breach by Purchaser.

ENTERTAINMENT

Artist/Agency reply: Artists will always ask for a 30-day cancellation clause stating for TV appearance, etc. However, since casinos market and advertise months in advance of the shows, this is not realistic, so this 30-day cancellation clause should be struck. If needed, a reasonable compromise is a 90-day cancellation clause.

Casino language: In the event of a cancellation due to a force majeure occurrence, provided that Artist is present (at the venue if Artist's hotel is on-site or in the city if Artist's hotel is not on-site), ready, willing and able to perform with all material elements required for the performance (e.g., band, equipment, etc.), Purchaser shall pay Producer the full guarantee, otherwise, any deposits received in connection with this engagement shall be returned to Purchaser, within ten (10) business days.

Artist/Agency reply: New language has been popping up about this subject, where even if the Artist is not close by or on-property or still at a departing airport, they can claim to be paid in full due to this clause. However, this is ridiculous, and this type of clause should be struck.

LIABILITY

Casino language: Notwithstanding anything to the contrary set forth in this Agreement, neither Party shall be liable to the other with respect to damages or injuries to persons or property resulting from the other Party's negligence or intentional acts.

Artist/Agency reply: Artists will ask to be named as an additional insured. We tend to cross that out on all riders, since the Artist should already be carrying general liability insurance for themselves.

RIDER PREVAILS

Casino language: If any definition, terms, or conditions of the Agreement or other riders are omitted or in contradiction to this Rider or are for whatever reason ambiguous or susceptible to differing interpretations, the definitions, terms, and conditions of this Rider shall apply.

Artist/Agency reply: An Artist's contract will always state that their terms supersede all other paperwork. This is where you can easily reach a rock and a hard place. I recommend negotiating this to a reasonable compromise. Sometimes this is a very problematic clause.

ENTIRE AGREEMENT; MODIFICATION

Casino language: The Agreement constitutes the final and entire agreement between the Parties, and there is no agreement or promise on the part of either Party to do or omit to do any act or thing not herein mentioned. The Agreement is intended as a complete and exclusive statement of the terms and conditions of the Parties' negotiations and agreement and may not be effectively

amended, changed, modified, or altered without the written consent of both Parties.

Artist/Agency reply: Again, this terminology is in direct conflict with the Artist's contract and rider, which state the exact opposite.

What can be done?

The basic goal is for the casino to hire an Artist to perform at their property. This is to draw in new guests, please existing guests, build the casino brand in the region, and generate incremental and gaming revenue on-property, day of show. The Artist is looking to perform, get paid, and continue to build their fanbase and popularity. In today's world, Artists' main source of income is from live performances, since sales of CDs is miniscule with today's downloading technology. So live performances are very important to the Artist's income stream.

So unfortunately, we have to have a legally binding agreement that guarantees the Artist gets paid and that the casino supplies all the infrastructure for the concert.

What is happening today is that lawyers, both for Tribal Casinos and for major Artist agencies, have decided to draw lines in the sand. Compromise is very difficult, since neither side wants to give up their points. There are situations existing today that, as a company, we have had so many back and forth negotiations over some of the points similar to what is above, that no one can read the scans and we have to start over. A concert for a date, that should have been promoted with at least a 90-day window, ends up with a much smaller time period to promote. This is all created by all of the back and forth negotiations and rhetoric, arguing over whose paperwork controls the legal agreement.

The most important point here is to simplify and compromise on this and other conflicting language. In all the years I have been involved with booking and buying entertainment, conflicts and problems get worked through and solved. Each party wants the event to go smoothly and successfully. Never has a problem escalated to bring in a lawsuit and lawyers, although of course there are rare exceptions. Generally speaking though, if you do your advancing well in advance of your performance date, you can catch issues before they grow into something crazy. After all, we all just want a great show.



Kell has a savvy gaming approach to utilizing entertainment as a tool to drive folks to the casino floor, which makes him a perfect fit for Raving clients. Kell is the Owner/ President of Houston Productions, with offices in Las Vegas, Minneapolis, Seattle & Vancouver, BC.



Five Ways Busy Casino Execs Can Interact with Guests

AKA avoid the GM tsunami

By **Tom Osiecki**, Raving Partner, Strategic Marketing

She knew the diagnosis.

Every day the respected GM of the medium-sized casino resort went to work understanding that she had the condition. Despite that knowledge, she shouldered on, hoping for the best.

Each day was a marathon sprint of meetings, phone calls, and commitments.

(A random Tuesday) ...

- an influential Tribal Council member called ...
- reviewed quarterly budget numbers with the CFO ...
- team member of the month lunch ...
- meeting with Surveillance ...
- phone calls ...
- coordinate off-site team meeting ...
- phone call from school, her daughter was running a low fever ...
- her husband can pick up her daughter ...
- prepare for a presentation with a downtown community group ...

It's 6 o'clock. Oops. Forgot to talk to guests again. Another day without guest contact.

Another day with "Communication Breakdown." A condition resulting from not communicating with your guests.

No GM, President, Vice President of Marketing or

Marketing Director ever hired on to a job with the intention of *not* communicating with guests. Yet, every day, despite best efforts, the drumbeat of the job hits like a sumo wrestler and your calendar rolls like a tsunami.

"Communication Breakdown" develops and builds.

Before you realize it, you've contracted the condition. You instinctively know that guests are your life blood; yet you can't run the business without running the business. You can't run a company or a department without constant guest communication, or, you shouldn't!

So, what does a time-strapped casino exec with "Communication Breakdown" do?

Like other chronic conditions, you can never beat it. You can only control the symptoms.

As a company President with a tsunami schedule, I developed techniques. Here are five "Communication Breakdown" fighting ideas.

1. The Calendar. Friend or Frenemy?

- Your calendar, the leading cause of "Communication Breakdown," can also be a cure.
- If you are overwhelmed, plan time each work week to talk to your guests. Plan a daily casino floor walk or walk through your lounges and restaurants.
- Stick to the plan. Try not to be diverted.
- By filling in your calendar with dedicated time

MARKETING AND LOYALTY

for purposeful guest interactions, you help keep “Communication Breakdown” at bay.

2. The GM Is In.

- This concept came from reading a past Raving post, with a nod to Peanuts’ Lucy and her “The Doctor Is In” booth. Thanks to the original creator of the “GM Is In” idea. And thank you, Lucy!
- I posted signs with my photo around the property stating, “The GM Is In” and “Tell Tom What You Think” during specific timeframes. I sat at a table convenient to guests and talked to guests who approached. Some very interesting, important, and ground-breaking suggestions came from guests who sat down and talked.
- Guests are never shy about suggestions.
- Talking to known guests is the best part of the job. Guests you don’t know will introduce themselves when they see the “GM Is In” sign and almost always add comments about the property.



3. Lock Your Door and Get on The Floor.

- Make it a rule to shut down your office on weekend nights or high capacity days. It takes discipline to tear yourself away from financials, slot analysis, food and beverage cost of goods, and database reports.
- The real knowledge you need is walking and talking around your property.
- Be present. Be visible. Be in touch.
- I made it my business to be present and involved on weekends when most guests were enjoying the property or events.
- And I kept my office empty.

4. Player Development Event Presence.

- Your property works hard to insure top tier guests have reasons to revisit.
- Sit at several tables during large event dinners and talk to players. Make a small speech before the big drawing. Pass out merchandise. Engage and involve yourself with guests at events.
- The best time to talk to your best players is when they experience a well-run event or promotion.

5. Town Halls or Advisory Panels.

- Do yourself a favor. If you are not currently holding monthly dinners with players from a variety of tiers, start a program. It’s not complicated and not expensive. A monthly dinner with a small group of players will give you insight into your property straight from the front lines.
- Arrange a few discussion topics to keep the group talking. Do not mix tiers. Rotate guest participants with new players to keep it fresh. If done correctly, the result amounts to a rolling focus group.
- Use the guest advisory panels to test new promotions, programs or ideas. Panels can also review capital programs to provide input that might save expenses down the road.

Planning, Planning, and More Planning

The prescription to end “Communication Breakdown” is centered around one word. PLANNING.

The creeping symptoms of feeling out of touch or disconnected from your guests can be treated by incorporating the five techniques mentioned above into your daily calendar. Approach the condition by making guest contact a priority. Back up that priority with commitment and resolve. Try not to let the tsunami take over. Put your focus on guest interactions.

The Small Print

Tom Osiecki is not a doctor. He does not play one on TV. The opinions expressed result from Tom’s experience battling “Communication Breakdown” and seeking creative ways to find the cure.



As a highly accomplished casino operator and marketer, Tom has a proven track record of effectively analyzing casino markets and implementing strategic planning that yields optimum EBITDA using customer focused tactics. He is adept at organizing strategic marketing plans through the execution of branding

strategies, channel management, media, digital, corporate communications, database marketing, sales, promotions and agency management.



Is Your Table Games Mix in Need of a Rehab? – Part II of II

Regulatory requirements for new game installation

By **Kevin Parker**, Raving Partner, Casino Operations and Technology

In [Part I of this article](#), I covered why we would consider adding a new game to our table games pits, as well as the nuts and bolts areas, like determining game costs, selecting the appropriate theoretical hold, as well as understanding equipment requirements and creating a strategic marketing plan to promote the game.

Now we can move on to the regulatory requirements that must be addressed prior to a new game installation:

- Has the game been reviewed and approved for use in the state where you are operating?
- Has tribal licensing reviewed the following?
 - State and Tribal Compact
 - Vendor's History
 - Annual Vendor Fees
- Does the vendor provide marketing support?

While the rules vary from jurisdiction to jurisdiction, all new games must be submitted to both state and tribal regulators for approval before they can be offered at casinos or card rooms.

The games must be submitted with the rules, procedures and add odds, and the equipment that will be utilized in conjunction with the operation of the game must also be approved. Any modifications to the game must be submitted and approved before they are released to any gambling house. Here is a generalized view of the guidelines:

- Commercial casinos and card room operators seeking to operate a new game must first submit their internal controls and receive approval from the state gaming/gambling commission prior to implementing.

GAMING OPERATIONS

- Manufacturers and distributors of graphic layouts and/or any other equipment associated with the game must be licensed by the state prior to the sale of the equipment.
- Each Tribal Gaming Operation must request and obtain approval from their respective Tribal Gaming Agencies (TGA).
- Before the TGA allows your game to operate, they will seek concurrence from your state gaming commission.
- In addition to your approved rules, the Tribal submission must include all supplemental information required by the Tribal-State Compact.
- Manufacturers and distributors of graphic layouts and/or any other equipment associated with the game must be certified by the state and licensed by the Tribe prior to the sale of the equipment.

The vendors will also need to submit the appropriate information regarding the ownership and operation of their company, and pay a yearly fee to remain authorized. There is no worse feeling than finding out that the game you want and have performed your due diligence on is not authorized in your area.

In order for a game itself to be authorized, a card-based game must be played with standard playing cards or with electronic card facsimiles, and offer no more than three separate games with a single hand of cards. Many jurisdictions consider bonus features and progressive jackpots as separate games. If a player does not have to place a separate wager to participate, many commissions do not consider it as a separate game.

Players must compete against all other players on an equal basis for non-house-banked games or against the house for house-banked games. All players must compete solely as a player in the card game and not place wagers on any other player's or the house's hand or make side wagers with other players, except for an insurance wager placed in the game of Blackjack or an envy wager that allows a player to receive a prize if another player wins a jackpot or odds-based wager.

Finally, one of the most important factors related to the success of any game is advertising. It doesn't matter how amazing the game is if no one knows that you have it. A new game gives you something to talk to your guests about and offers them a new and exciting gaming option. Keeping your patrons coming back to your property as opposed to your competition is the name of the game, right? Even if a prospective patron comes into the casino to see the game and chooses not to play, bringing them onto the property increases the probability that they will pay for

other entertainment or food during their visit. While you will budget for marketing a game launch, seeking support on the part of the vendor is a plus. They need to provide you with the logo for the game and support materials to use in your ads and on your website. Oftentimes you can get the vendor to supply the initial rack cards and throw in shirts or logo-based tchotchkes to help promote their offering. After all, their success is tied to yours.

Good luck with your choices! Doing your homework before you place a game won't guarantee a successful addition to your pit, but it will make it far more probable.



Kevin is a registered member of the Chippewa Cree Tribe of the Rocky Boy Reservation in Montana. Serving the industry for more than 20 years, he offers a diverse background ranging from dealer to director of casino operations. Kevin specializes in slot and table games operations, bingo, technology integration and operational optimization.

SENSORY
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Sensory design applies the science of memory formation so that all five senses are engaged.

John Stewart, President of Encompass DDC will be speaking on the subject at The Academy of Neuroscience for Architecture 2018 Conference in La Jolla, California in September.

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A Night Forever Etched in Our Minds and Hearts

How to better prepare for workplace violence and active shooter events

By **Jennifer Boss**, CSP, IACSP, Raving Partner, Security, Surveillance & Fraud Investigations, COO, DJ **Boss Associates**

As the anniversary of October 1st approaches, we reflect on the horror and emotions encompassing that evening and the days following. It was the most horrific active shooter situation to happen on U.S. soil and will forever be a night etched in our minds and hearts. Not only for those of us in Las Vegas, but across the nation. We ask so many times, “Why?” Why did it happen? Sadly, this may never be answered. We don’t know why the perpetrator carried out this monstrous act that killed 58 people and injured 851 after firing more than 1,100 rounds.

What we can do is prepare for the future and take what we have learned in order to move forward. In the days

following October 1st, I recall an executive stating that he had always prepared his team for what to do in an active shooter situation, and this night brought on different challenges that his team handled flawlessly.

We always teach Department of Homeland Security’s “Run. Hide. Fight.” It has been instilled in us for years now. Run. If it is safe to do so, run. Run out of the building, run to safety, just run. Hide. If it isn’t safe to run, then hide. Hide under a desk, in a locked room with the lights off, in a closet, just hide. Fight. If it isn’t safe to run or hide, then prepare to fight. Arm yourself with anything you can find. A chair, a trash can, anything that can be used as a weapon

SECURITY & SURVEILLANCE

in an attempt to overtake the shooter if/when he enters your area. This is for the last resort, failing all else. A fight for your life.

On October 1st, it was difficult to tell where the perpetrator was, and understandably so; after all, he was on the 32nd floor, giving him an expansive range. People had to take cover, which meant that thousands of people took cover wherever they could. Up and down the Strip, tourists, locals and the like were taking cover in the casinos, stores, anywhere they could get away from the gunfire. Casinos reported hundreds running into their properties, and team members assisting the injured and giving them a safe place for shelter, water and blankets.

What have we learned from October 1st? How can your property be better prepared for active shooter or workplace violence events?

Strategies

- Plan for critical incidents to occur. They will! Event planning for activities, shows, and other events is a proactive way to prepare for incidents.
- Drill, Drill, Drill.
- Train, Train, Train. This includes everyone! Top executives down the chain to the first day on the job trainees!
- Build flexibility into your plan to handle unforeseen consequences.
- Ensure Security Officers are prepared for any call or incident to escalate. At least two officers should respond. Three, if possible.
- Be able to identify people who pose a possible threat to your property. Address door pushers, trick rolls, and prostitution as the potentially violent crimes they are.
- Develop a workplace violence program to identify potentially violent individuals and manage them.
- Off-property events, including team member functions, should be treated as a security concern.
- Use technology.
 - Access control.
 - Invest in surveillance systems, especially in hotels. Provide additional security surveillance officers.
 - Use facial recognition to identify those you don't want on-property, including former team members or suspended team members.
 - Use metal detectors at key access points and entertainment venues.

Countermeasures (human tools) for the world we live in include:

- Highly trained and experienced Security Officers
- Armed versus Unarmed
- Emergency Response Teams

- Constant training and drills for critical incidents
- Hotel key checks and patrols
 - Most crimes tend to begin or end at the hotel
- K9 Patrol for explosives and firearms (the presence of a K9 patrol offers intimidation that will work to your benefit.)
- Badge check systems
- Access control to secure key doors
 - Control team member entrance
 - Control perimeter and parking
- Facial recognition systems
- Surveillance cameras
- License plate recognition

In conclusion, your property has many strategies and countermeasures to protect team members and guests during active shooter and workplace violence situations that will allow you to operate proactively. It is not just Security that protects the property. ALL team members should be involved in drills and training to ensure preparedness.

Begin implementing your proactive approach now. Remember those we lost and those who were injured and begin preparing your property to proactively act in an active shooter incident, workplace violence situation, or other critical incident. Don't think that your property is immune from the reality that violence can happen anywhere at any time. October 1st was a night forever etched in our minds and hearts, and we became #VegasStrong.



Jen has fifteen years in the gaming and hospitality industry beginning her career as a Surveillance Agent and holding positions such as Security Training Manager, Risk Manager and Corporate Fraud Investigator & Analyst. She has worked as corporate liaison with federal and state law enforcement as well as regulatory agencies. She co-authored the IACSP white paper "Video Review, Investigation and Retention in Gaming Environments" and is on the Board of Directors for IACSP.



Reputation Management as Guest Service

Developing a framework and process

By **Justin Shank**, Raving Partner, Social Gaming and Marketing

In my [Raving Industry Report](#), I spent some time walking through the strategic benefits of reputation management and how your property can use it to improve guest relationships, enhance your brand positioning, and continue to improve the guest experience at your property. In this article I want to take that strategic development one step further and give you some examples of how you can enlist the help of teams at your property to diffuse the workload of reputation management, and in the process help cultivate a property-wide culture of valuing reputation management.

First things first, you need to identify all of the platforms where your brand has a significant following or would like to have a significant following.

Google My Business, Facebook, TripAdvisor, and Yelp are good places to start. If you're looking for other sources to include, you can check your web referrals in Google Analytics, or whatever web analytics tool you use, to find other sites that are already effectively driving traffic to your website.

With your channels identified, you can now develop frameworks and processes with your team that you think present the **best guest service value** to your guests. While reputation management is a valuable tool for us as marketers, if we lose sight of the core reason for doing reputation management (guest service), then we are failing to truly meet the needs of our reviewers and effectively manage the public perception of our brand.

With these frameworks and processes in place, present them to your executive team. Getting executive buy-in and

support for your reputation management plan increases the chances of it becoming not just something you do, but an integral part of the culture at your casino property. Your executives may even want to help respond to reviews themselves!

Here are a few things to keep in mind when developing frameworks and processes:

- How many channels are you tracking?
- What does your process look like for reviews that come in with no comments included?
- How does that process differ for reviews where the user did leave a comment?
- Do you have management approved responses to frequently asked questions and common complaints?
- How many team members are involved in the reputation management process, and how is that workflow managed?
- How much time can pass before you need to have a response to a review?

Included below is an example of how you could template the above bullet points to kick start your own reputation management planning. The answers provided are samples only, and you can feel free to change them around in your own planning to best meet the needs of your property.

Channels tracked: Google My Business, Facebook, TripAdvisor, Yelp, and OpenTable

Process for reviews left without comment: one, two, and three-star reviews that do not include a specific comment

MARKETING & LOYALTY

will be left alone. If the guest did not feel strongly enough to leave a comment, we are not going to extend the lifespan of the review by reaching out to them publicly for more information. Four and five-star reviews can be responded to with a simple thank you with the name of the guest included.

Process for reviews left with comment: One, two, and three-star reviews will be forwarded to the point of contact person in the department that is mentioned in the review. The goal of doing this is to help gather more information about what happened so that we can accurately respond to the guest's complaints. With this information in hand, a marketing representative (or even an executive if the review is particularly bad) can respond to the guest and address the specific nature of the complaint. Negative reviews may also include an invitation to come back to the property at the company's expense to make right whatever experience prompted the negative feedback. Four and five-star reviews will be responded to by a marketing representative thanking the guest by name and engaging specifically in response to the specific part of the guest experience that prompted the positive feedback. Response will conclude with an invitation to the guest to return for an upcoming promotion or event that is **related in a meaningful way** to the experience that prompted the review (don't invite someone who raved about keno back for a slot tournament; it just looks like a sales pitch instead of a personal invitation).

Management approved responses:

(The template could look something like this) If a guest writes a review complaining about (x issue), please respond to them in a timely manner with the following management approved response: "..."

Roles and responsibilities: This section should list name, position, and contact information for everyone involved in the reputation management strategy. It should also include what their responsibilities are and when they need to be contacted by other team members who are also helping with reputation management.

Timeframe for response: We will respond to all reviews in accordance with the plan outlined above within 24 hours of receiving the review. In the event that reviews are received over the weekend, we will respond by end of day Monday.

The nice thing about a document like this is that once it is put together, everyone who is helping to implement your reputation management strategy can keep a copy, and instantly know exactly how to handle any type of review that a guest may write. Developing a comprehensive reputation management strategy and backing it up with executive support will vastly improve your team's ability to respond to reviews in a thoughtful way that provides strong value to your guests. This in turn strengthens the

public perception of your brand and will ultimately lead you to better guest relationships and more profitability. I'm not just saying that; there are more than a few statistics to back up that assertion.

Keep these numbers in mind as you develop your reputation management strategy:

- **90% of consumers read online reviews before visiting a business.**

What reviews show up first when you search your business on Google, Facebook, TripAdvisor, and Yelp? What do they, and the way your company has (or hasn't) responded to them, say to a potential guest?

- **Online reviews impact 67% of purchasing decisions.**
- **74% of consumers say that positive reviews make them trust a local business more.**

This is HUGE since most of us work for locally owned casinos! How can you cater your reputation management strategy to help build trust in your brand? Every one-star increase in a Yelp rating can be worth a five to nine percent increase in revenue for restaurants, according to Harvard Business School.

- **42% of guests won't use a business with less than a three-star rating.**

If you still need more convincing, you can find a more complete list here with references included from Status Labs.

At this point, I hope that I have made a case for the strategic benefits of reputation management, and I hope that the framework I have included above will help get conversations started at your property about how your team wants to handle reputation management. I can't stress enough that the reputation of your business is something that must be carefully and thoughtfully protected. Many of us work at properties where guest service is consistently listed as one of the main reasons why guests continue to patronize our establishment. We all agree that guest service inside the casino is imperative, and we have programs in place to make sure that our team members consistently deliver the best experience possible. It's time to treat online guest service and [reputation management](#) as equally imperative.



Justin is a marketing expert specializing in social gaming and digital strategy. He helps clients integrate social gaming into their overall strategic marketing plan by considering partnerships with vendors, internal communication staff training, and choosing the right platform to meet their goals.



Are Market Researchers Really Hooking Up People's Brains to Measure Responses?

There has to be an easier way

By **Deb Hilgeman, Ph.D.**, Senior Raving Partner, Market Research

I try to keep up on what's happening with consumer research, which is usually pretty dry reading, even for someone who loves research as much as I do. But, every now and then, something just jumps off the page and grabs my attention.

According to an article on market research trends in 2018 published on the website of the American Marketing Association (AMA), one hot new trend comes from neuroscience – the scientific study of the nervous system. Consumers agree to have electrodes placed on their scalps and their brainwaves are recorded while the subjects view, for example, proposed ad campaigns. Say what?!

The rationale for using neuro-tools is valid – it provides a window to the subconscious where most decision making originates. The AMA article says, “Neuro-tools provide a much more sophisticated and deeper look into the subconscious response to marketing stimuli. By using neuro-tools, marketing is now able to essentially read the minds of consumers. This is a very exciting new territory for researchers.”

As a researcher, I love the idea of being able to read minds, but I don't think putting electrodes on the heads of casino guests is an effective way to collect marketing data. Let's look at some other market research trends that are easier to execute.

DESIGN THINKING

Russ Klein, American Marketing Association CEO, had this to say about Design Thinking in early 2017:

“Of course, everyone is talking about the role of Design Thinking as part of the marketer's expanding skillset.”

Design Thinking is an interesting concept that actually has a wealth of applications in the gaming industry. It is an approach to innovation that is being adopted by corporations, government entities, marketers, and designers. Research plays a huge role in Design Thinking and has much to add to the discipline.

RESEARCH

Design Thinking is solution-based thinking that involves evaluating a problem or situation and determining a reasonable, practical plan to attack the issue. In seven steps, problems are framed, the right questions are asked, ideas and solutions are created, and the best answers are chosen. The steps are not necessarily linear, can occur simultaneously, and may be repeated. To ensure an ongoing process of innovation, the process is often iterative.

Design Thinking is a process often described as having seven stages: *define, research, ideate, prototype, choose, implement, and learn*. The research profession introduces its expertise in four of the seven stages – *define, research, choose, and learn*.

What I like about the Design Thinking approach is that it's so structured and quantifiable; just seven steps from start to finish. While this technique is a leadership tool that uses marketing skills, it's an interesting approach to tackling new situations and challenges at your property.

GUEST EXPERIENCE → GUEST JOURNEY

Guest Experience is a hot topic in marketing, and business in general, and therefore also in research. Competition for the hearts and minds of guests is fierce. The competitive landscape has changed dramatically in the last decade and is considerably more complex.

Casinos are increasingly focused on using Guest Experience to win, keep, surprise and delight guests because we know that this can result in:

- A relevant, personalized Guest (User) Experience
- Brand differentiation
- Increased revenue
- Reduced guest churn
- Improved Key Performance Indicators (KPIs) due to enhanced guest satisfaction
- Greater team member satisfaction
- Increased collaboration across the company

Guest Journey development has emerged as a key way to provide a framework for understanding the Guest Experience environments.

Mapping the Guest Journey typically includes defining the major and minor touchpoints between the brand, product or service, guests/users, and the environments in which the touchpoints occur. It also involves research with guests to truly understand each touchpoint in the Guest Journey, describing the emotional and rational aspects of:

- Guest Predispositions
- Need States
- Pain Points
- Guest Reaction
- Perceptions of Brand Performance

PREDICTIVE ANALYTICS

A final area of growing interest for market research is Predictive Analytics. Marketers wanting to hedge their bets will no longer be satisfied with analytics that report how a campaign has performed. Rather, they will want to accurately predict the outcome of their marketing activities ahead of time in order to get buy-in from management and to avoid expensive mistakes and flops.

Fundamentally, market analytics is all about measuring and analyzing marketing performance to improve effectiveness and optimize return on investment (ROI). Like most disciplines, it ranges from simplistic frequency counts (e.g., number of people who visited your casino or ate at your buffet) to sophisticated measurement using multivariate statistical methods.

Predictive Analytics differs from other types of analysis in that it makes predictions about future events – answering questions like: What is the expected incremental revenue from a new gift-of-the-month program? Who is most likely to stay at an RV park if we add this amenity, and how profitable will that group of people be for our gaming products?

NEVER STOP LEARNING

I'll never conduct neuro research for any of our Raving casino clients. I'd really, really like to read minds, but I don't think that I could get a bunch of people to sit still while I hooked up electrodes and asked them a bunch of questions.

That doesn't mean that there is ever a time to stop looking for ways to improve how we conduct and use market research. Online survey software like QuestionPro and Survey Monkey are easy to use, affordable, and are continually adding tools and enhancements. The challenge is finding the research tools that are best designed to give you the answers you need to be more successful and profitable.



Deb uses her extensive research knowledge and qualifications, combined with her casino marketing management experience, to deliver superior market research to Raving clients. Deb works with properties to determine how market research can take their operations and profitability to the next level by removing the guesswork in decision-making.

Raving Client Profile

The WeKoPa Way!

By **Janet Hawk**, Raving Partner, Player Development and Marketing

From my very first job working in a casino up to today, I have been lucky enough to work with a wide variety of people who truly believe in giving the guest a great experience whenever they are visiting. Starting at the family-owned Westward Ho (a small joint on the Las Vegas Strip), we didn't have a "formal" guest service program, but we had a general philosophy of treating others the way we would like to be treated ... aka "The Golden Rule." This wasn't a big jump for me personally. My family and those I grew up with were all brought up that way, so it was easy for me to relate. I spend quite a bit of time now, along with the man, myth and legend himself, Steve Browne, helping properties develop and implement detailed guest service programs, so that history is coming in handy.

We recently worked with the Fort McDowell Yavapai Nation and their casino resort in Arizona and their new guest service program, the WeKoPa Way. It was an important culture change for the property in preparation for their beautiful new casino that will be opening in 2019. They believe that if you treat your external guests (those people who come to your property and spend their hard-earned money) and your internal guests (your team members), there is something fundamentally wrong with you. Through a lot of hard work, they have developed some really interesting and creative ways to enhance their guests' experience, both internal and external. They have graciously allowed me to share some of these in an article to hopefully inspire others!

1. Scavenger Hunts

Fort McDowell Enterprises (FME) is a large company. They have a wide array of amenities to offer guests who visit: a beautiful golf course, Four Diamond resort and conference center, Fort McDowell Adventures, RV Resort, just to name a few! When any new team member joins their team, the training department (under the direction of Ted Sobotka, FME Staff Trainer) has designed a fun-filled scavenger hunt for them to learn more about all FME has to offer their guests. While it is not mandatory, there is a big bag of "bling" (as they call it) for those who complete all the assigned tasks! New team members have really been creative with how they document completed tasks ... mostly using selfies, but some have included guests in the fun! By doing this with every new team member, they are helping them better "sell" the entire property!

The training department also gives each new team member an in-depth course in the WeKoPa Way. They learn

about their Mission, Vision, Strategies and Promises that they are committed to in order to deliver Wildly Important Guest Service Standards.

2. Facilities Going the Extra Mile

The facilities department has really taken the WeKoPa Way to the next level. When we first began working with the Fort McDowell folks, many of those working back of the house were wondering why they

needed to learn guest service skills because they rarely interacted with external guests. Once the WeKoPa Way was explained, it was clear! The facilities team has come up with an absolutely adorable way to let hotel guests know that issues within their room have been corrected. They leave a small card attached to a Twix candy bar. The card reads, "we TWIXED your problem" with the name of the team member who fixed the issue. I loved this idea! Problem solved AND a treat!

They also demonstrated going the extra mile several times with guests on the floor. One VERY impressive instance involved a facilities team member (along with the casino housekeeping team) who a guest approached asking about what type of product was used on the floors. The team member didn't know because it wasn't his department, but told the guest that he would find out. He located the casino housekeeping manager on duty for the answer. She removed the label from a bottle of wax and gave it to him to give to the guest, along with her business card in case the guest had any additional questions. He said the look on the guest's face was incredible because he not only came back, but really delivered!

3. Making Hard Work FUN!

The F&B team at Fort McDowell is amazing! There were so many examples of how they go over and above for not just the guests who visit their property, but for their fellow teammates. Their banquet team is second to none when



HOST AND PLAYER DEVELOPMENT

it comes to teamwork and always puts the guest first. We witnessed this time and time again when we did the training and rollout for the WeKoPa Way. I've never seen anyone turn a room like they did! We had to introduce the new program to the entire FME team (800+ team members) in three days. This involved two four-hour sessions each day and included a "rock and roll" room where they had various vendor-donated gifts and a selfie wall (complete with wigs, inflatable guitars, and various other "rock star" items to really look the part), and each session had food and drinks.

One of the Sous Chefs really pulled out all the stops when it comes to fun! One day, Chef Carlos Felix noticed that his team was extremely stressed. They were working hard without a moment to breathe. They had a boombox playing softly in the kitchen and he noticed that it had an auxiliary outlet, so he grabbed a microphone, plugged it in, and Kitchen Karaoke was born! At first, the team just looked at him as if he were crazy. Then they started to laugh. What a unique way to release stress! Eventually, other team members would hear a song they liked and would serenade their team for a few moments. Work never suffered, but the stress was diminished.

Another favorite idea also came from an F&B member, Chuck Hutton. He suggested that they order coasters with the logo of their WeKoPa Way program on one side and on the other, the list of five promises they have for their guests having to do with service. Now, not only will the FME team hold each other accountable, but they want to include their guests in the process as well!

There is a LONG list of instances at Fort McDowell where the team is going above and beyond to ensure that their teammates and guests are experiencing excellent guest service through the WeKoPa Way. Their program will continue to grow, I have no doubt, because they have a group of dedicated teammates who are determined to stay true to the values (Respect, Accountability, Communication, Excellence), and to always, according to their Strategy, "Give Our Best to Our Guests ... Every Day, In Every Way." They truly are focused on selling SERVICE and developing a culture that demonstrates how much they care. Because they KNOW that great guest service creates LOYALTY, not only with their team members, but with every person who visits Fort McDowell Casino.

What does your team do to deliver the best guest service?



Janet started her gaming career almost 30 years ago in Las Vegas as a Keno Runner and quickly moved to management within Slot Operations. She provides Raving clients with continued support and training in the practical skills of marketing, promotions, special events, entertainment, hotel, table games and player development.

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Best Practices in Email Marketing – Part II of II

A crash course for building a solid framework for success

By **Tami Jones**, Strategic Raving Partner, Direct Mail and Digital Printing and
Director of Sales and Marketing, **CSG Direct**

When we last met, we talked about the importance of getting familiar with CAN-SPAM rules (legal dos and don'ts of email marketing), keeping data accurate, email appends, opt-ins and unsubscribes.

This time let's talk about the best practices of putting together the emails; creating subject lines, formatting text or copy, graphics and videos, and some basic information about supporting your email programs.

Subject Lines

Why is this a topic for a best practice discussion? You tell people what the email is about; doesn't seem too complicated, right? Well, yes and no. CAN-SPAM rules require that you not be misleading in the subject line of an email, but you also need to be aware of the "buzzwords" that may set off a domain's SPAM filters and send the email directly to a Junk Mail or SPAM folder instead of an Inbox, where you want it to be. Do you use words and phrases including:

- free
- offer
- bonus
- cash
- big bucks
- chance
- million
- prize
- winner
- congratulations
- luxury car
- special promotion
- weekend getaway
- limited time

These words and phrases may seem harmless, but they may trigger a SPAM designation if other best practices are not used properly in conjunction.

Keep subject lines short and to the point, avoiding filler words, and place important words first so that they will appear entirely on a mobile device. Use the recipient's first name to get their attention, and never start a sentence in the subject line that is completed in the body of the email.

Using ALL CAPS is also a bad idea in a subject line and, for goodness' sake, don't make spelling errors!

Email Text or Copy

Be certain to use Responsive Design in creating your email messages. This allows the design to auto-adjust to the browser or viewing application that your device uses to display an email. You don't want graphics or text to be lost in the display process of an email app on your phone.

Keeping the text or copy of an email short and to the point is also a must. You don't want your recipient to have to scroll too much to get the purpose of the email. Especially since you don't know if they will be viewing your messages on a mobile phone, tablet or desktop computer. The less work on the part of the recipient needed to see what you are presenting, the more likely your entire message will be seen and acted upon.

SPAM filters will scan the content of the email's text just like the subject line. Keep your messaging concise and consistent. Don't use a lot of ALL CAPS, excessive punctuation (!!!!!), and again, watch out for spelling errors.

Graphics and Videos

Appealing graphics are always a good idea in any marketing presentation. Keep your brand consistent, and don't use graphics and effects that are too large and take too long to load. An email that is too slow to load, especially on a mobile device, may be deleted before it has a chance to be seen or set aside for later and forgotten.

Videos should be made available via a link in the email rather than embedded in the email itself. Again, short load times are key, but videos are hugely successful when they're relevant and consistent with your brand and message.

Supporting Your Programs

Domains like Google (Gmail), Yahoo, AOL (yes, they are both still out there!), Hotmail (MSN) and many more, have a tremendous amount of responsibility to make sure the messages that make it to your inboxes are not harmful in nature. That includes written content, as well as embedded or attached viruses and malware. GDPR rules in Europe

CASINO MARKETING & PROMOTIONS

and the implications for what that means for future rules in the U.S. have put even more pressure on domains and email providers to ensure the safety of our inboxes.

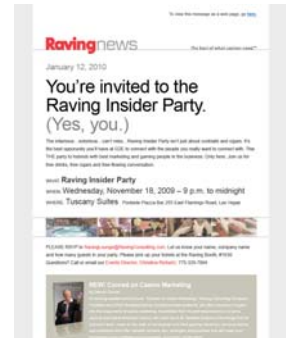
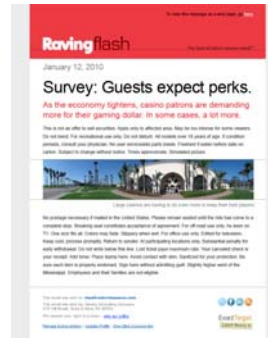
The best practice for your email program in today's environment is to educate your players and guests about your email program in the same way that you would a new and ongoing promotion.


Tell them what they will get when they allow you to send them email. Tell them what kinds of messages and offers you will send them. Tell them the email address their offers will come from and ask them to add that address to their address book and to whitelist the domain with their email provider (the part after the "@ symbol" in an email address). And even after all of that, remind them to check their SPAM folders to make sure your messages aren't tagged as SPAM.

Email marketing is a never-ending exercise in trial and error, just like every other marketing endeavor you undertake. Paying attention to these basic best practices will give you a solid foundation for building a successful email marketing program.



In her 20+ years of casino, direct mail and management experience, Tami has worked for three different casinos, a home health corporation, and her current employer; CSG Direct, a direct mail and digital printing company. She specializes in helping casinos optimize their direct marketing programs by evaluating actual mail pieces and scheduling practices, data hygiene practices and more.



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www.globalgamingexpo.com



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www.azindiangaming.org/aiga-expo/



NB3FIT Week

November 5 – 12, 2018, Nationwide

www.nb3foundation.org/nb3fit-week/



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www.tablegamesconf.com



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www.tribalhub.com/tribalnet/2018-annual-conference/



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www.ravingNEXT.com/special-programs#tribalspirit



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www.indiangamingtradeshow.com



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www.nativestrongcomedyslam.com



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www.washingtonindiangaming.org



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